Università Ca'Foscari Venezia
Ca' Foscari Challenge School
UNIVERSITÉ DE GENÈVE
GENEVA CENTRE FOR PHILANTHROPY
FONDAZIONE CLARICE
Fare il bene, per bene
Innovation-Technology



PHILANTHROPY: STRATEGIES FOR DEVELOPING SOCIAL IMPACT FROM LOCAL COMMUNITIES AND FAMILY BUSINESSES

1ST LEVEL

MASTER'S PROGRAM
II EDITION A.Y. 2026 - 2027

PRESENTATION

In a contemporary context characterized by profound economic, social, and environmental transformations, philanthropy is increasingly called upon to evolve from an episodic expression of generosity into a strategic policy lever capable of generating social cohesion and promoting inclusive and sustainable territorial development. This project responds to a clearly articulated need expressed both by actors directly engaged in social innovation through the design and implementation of structured, long-term initiatives, and by enterprises and corporate foundations seeking to formalize, strengthen, and strategically orient their commitment to supporting such initiatives. The phenomenon addressed by the project no longer concerns solely banking foundations or philanthropic organizations established by large corporations. Rather, it increasingly involves family-owned enterprises, for which philanthropic engagement represents a strategic opportunity to reinforce long-term relationships with the local communities in which they are embedded and to contribute more effectively to territorial development processes. In this framework, Ca' Foscari University of Venice, in collaboration with the **Centre for Philanthropy of the University of Geneva**, promotes the Executive Master in Philanthropy, a program unique within the Italian higher education landscape

Co-designed with the philanthropic institution **Fondazione Clarice**, the Master aims to develop advanced professional competencies enabling participants to guide and manage change processes in the fields of

philanthropy and social innovation, developing change strategies for both the corporate sector and public administrations.

OBJECTIVES

The Master aims /to provide participants with advanced competencies and methodologies to understand contemporary models of philanthropy /to measure the social and economic impact of philanthropic initiatives /to design high–social-impact private initiatives for territorial development /to manage the financial and fiscal instruments of giving /to support family-owned enterprises in the establishment of foundations and in the definition of their legacy strategies; and to communicate philanthropic activities in a transparent and effective manner.

SYLLABUS

SOCIAL ECONOMY, CIVIL ECONOMY, AND DEVELOPMENT

The course aims to provide students with an understanding of the fundamental principles of social and civil economy as integral dimensions of modern development processes. The course will examine models of economic development and hybrid enterprise that incorporate volunteering, solidarity, and shared value creation, while also exploring the practical applications of these concepts in both local and global contexts.

Course hours: 60

NONPROFIT MANAGEMENT AND LAW

The course explores the institutional and regulatory framework governing the nonprofit sector in Italy, with a specific focus on the different legal forms recognized under Italy's Third Sector Code and the corresponding tax regulations. The course integrates legal and administrative aspects with management tools applied to the nonprofit context, providing competencies in project management, organizational governance, and participative leadership models.

Course hours: 48

FINANCE AND FUNDRAISING

The course explores the principles of sustainable finance applied to the philanthropic and nonprofit sector, analyzing strategies and tools for resource mobilization through fundraising activities. Particular attention will be given to measuring the social impact of investments, with reference to the concept of SROI (Social Return on Investment) as a tool to assess the effectiveness and value generated by funded initiatives.

Course hours: 48

ARTIFICIAL INTELLIGENCE AND PHILANTHROPY

The course provides an overview of the potential applications of digital technologies to support strategic philanthropy initiatives. The course will specifically highlight practical experiences and case studies demonstrating the use of AI in philanthropic projects.

Course hours: 24

FAMILY PHILANTRHOPY AND LEGACY MANAGEMENT	The course examines governance strategies and the transmission of philanthropic values within high-net-worth families, with a focus on building intergenerational philanthropic visions. The course will explore family philanthropy models, legal and financial instruments for legacy planning, and strategies for involving family members to promote the sustainability and continuity of the family's philanthropic mission. The course will pay special attention to the role of family foundations and the strategic management of philanthropic wealth. *Course hours: 24*
COMMUNICATION, STORYTELLING, AND THE CULTURE OF PHILANTHROPY	The course explores the strategic role of communication and storytelling in building a conscious, generative, and high-impact culture of giving. Through an interdisciplinary approach that integrates storytelling, semiotics, ethics, and social branding, the course analyzes how the language of giving can activate relationships, mobilize communities, and strengthen the identity of philanthropic organizations. The course provides practical tools for designing authentic narratives and communication strategies aligned with the values of contemporary philanthropy. *Course hours: 36*
CASE STUDIES AND WORKSHOPS	The course explores a series of national and international case studies through a guided analysis of emblematic models (family foundations, corporate philanthropy, and community foundations). The workshop component consists of team-based project development in response to calls proposed by partners, using a simulated budget and impact assessment. *Course hours: 60*

DURATION AND ACADEMIC CREDITS

The Master's program has a duration of one year and consists of:

- **300 hours** of blended coursework
- **250 hours of internship** (participants already working in the sector can replace the internship with project work focusing on activities of interest)
- **1500 total hours of study**, including individual study and preparation of a final thesis
- **64 ECTS/CFU credits** awarded

QUALIFICATION ISSUED

Students who have attended the didactic activities, completed the internship activities and passed any mid-term and final tests will be awarded with the qualification of 1st Level Master's Program in **Philanthropy: strategies for developing social impact from local communities and family businesses**.

COURSE PERIOD

March 2027 - March 2028

COURSE CALENDAR

Classes will take place on Thursday afternoons, full days on Fridays, and Saturday mornings, over two weekends per month.
** More detailed information regarding the teaching calendar can be obtained by contacting the Master's Program Secretariat.*

TEACHING METHOD	Blended
LANGUAGE	Italian and English
ATTENDANCE	Attendance is mandatory for at least 70% of the total course hours and will be monitored by the Master's staff. The degree will be awarded upon completion of all required activities, including assessments, the internship/project work, and the final exam.
COURSE LOCATION	Ca' Foscari Challenge School, via della Libertà 12, 30175 Venezia (Vega Park) – Online platform
ADMISSION REQUIREMENTS	FIRST LEVEL / Pre-reform university degree/diploma / Bachelor's degree / Equivalent foreign university qualification in a relevant field, subject to approval by the Faculty Board / Good knowledge of the English language
ADMISSION APPLICATION	To submit an application, candidates must complete the online application form, the details of which are outlined in Article 3 of the University's single call for applications. Only applications that include all the required documents will be considered. The application form and related attachments are available for download on the Master's webpage.
SELECTION PROCEDURE	A specially appointed committee will review applications by assessing the CV, the qualifications and the motivation letter. The selection criteria will include the academic qualifications, professional experience, knowledge related to the Master's topics, and motivation. An individual interview, either online or in person, may be required as part of the application process for obtaining any potential funding contributions. To apply for any available scholarships, please refer to the "Study Support" section.
GRADUATE ELIGIBILITY	Students about to graduate may also be admitted to the course, provided they qualify within one month from the start of the course. In this case, the enrolment in the Master's Program may only be finalised after the valid qualification for admission has been awarded.
AVAILABLE PLACES	Maximum number of available places: **35***. ** The Master will only be activated when the minimum number of participants is reached envisaged by the organizational structure.*
COURSE FEES	**€ 9.000** / 1° instalment within **16/12/2026**: € 4.516 (inclusive of duty stamp of € 16)* / 2° instalment within **27/05/2027**: € 4.500 ** The cost of the revenue stamp is not refundable.*

SELECTION FEES	**€ 36** (inclusive of duty stamp of € 16) Not refundable, to be paid by **01/12/2026** when submitting the application for admission, via the PagoPA system. Failure to pay the selection fee will result in exclusion from the selection process and from admission to the Master's Program.
STUDY SUPPORT	Where study grants are available to totally or partially cover the enrolment fees, up-to-date information is available on the Master's website. Loans are available from the University's partner banks (for more information: http://www.unive.it/pag/8560/).
CALENDAR	ADMISSION APPLICATION SUBMISSION (online procedure, Call for Applications, art. 3): **within 01/12/2026*** * *It will be possible to submit the application starting from 25/05/2026* SELECTION RESULT ANNOUNCEMENT: **within 11/12/2026** ENROLMENT COMPLETION (online procedure, Call for Applications, art. 6): **within 16/12/2026** Start of didactic program: **MARCH 2027**
DIRECTOR	Prof. Giancarlo Corò
INFORMATION	For general information concerning the Master's Program, enrollment procedures, access methods and internships, please contact the Administration Office. For more information on the syllabus and program, it is possible to schedule an appointment with the Master's Director. Ca' Foscari Challenge School – Administration Office from 9am to 1pm tel. 0039 041 234 6853 e-mail master.challengeschool@unive.it